An equilibrium approach to culturally determined mental models for cooperation within multinational corporations

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An Equilibrium Approach to Culturally Determined Mental Models for Cooperation within Multinational Corporations

Focusing on international transition of repatriation, this paper contributes to the recent debate on repatriate turnover intention (TI), and in particular, offers a novel approach for the adjustment to the Social Exchange Theory in relation to Perceived Organizational Support (POS). The study demonstrates how the organization creates a cooperative social context by which to foster multiple equilibria and create stable equilibrium within the Multinational Corporations (MNC). The empirical study draws on a sample of recent returnees from international assignments directed (or sponsored) by MNC. The analytical results show: i) social determinants significantly affect employee POS and TI, ii) MNC by fostering *multiple equilibria* can render repatriate preferences such as a taste for teamwork and cooperation, and iii) social learning and knowledge transfer in creating a *multiplier effect* help with reducing levels of repatriate TI within the home MNC.

Keywords: Perceived organizational support; Social determinants; Equilibrium approach, Cooperation

Introduction

Perceived Organizational Support (POS) in Social Exchange Theory (SET) positions reciprocity as an alignment of interest argument within a social exchange framework (Hutchison *et al*., 1986; Eisenberger *et al*., 2001) by which seemingly interdependent (employee and employer) interests are aligned through the 'POS–felt obligation association' (Rhoades and Eisenberger, 2002; Rupp and Cropanzano, 2002). That suggests organizations, through offering enhanced employment conditions, job enrichment and financial support, create a social contract by which employees have an obligation to contribute to the organization's goals. Reciprocating such advantageous treatment induces greater affective commitment to the organization (Kraimer and Wayne, 2004; van der Heijden *et al*., 2009; Kawai and Strange, 2014). However, international mobility studies (Sussman, 2000, 2002; Kraimer *et al*., 2012; Ren *et al*., 2013) have found that expatriate-repatriate cross-border experiences differently impact their turnover intentions (TI). For example, MNC sponsored international assignments have enabled employee career development, including acquired newly developed knowledge and global experiences, yet "many repatriates voluntarily turnover within a few years after repatriation" (Caligiuri and Bonache, 2016, p.136; Lazarova, 2005; Lazarova and Caligiuri, 2001).

MNC face increasing challenges from the unpredictability in managing employee stability, which suggests the reciprocal norm of 'POS–felt obligation' itself will not necessarily foster an organizational environment that would lead employees to identify their penchant for cooperation with the organization. International assignments are situated in a hybrid

environment where cultural differences complex beliefs and organizational practices can influence employee perceptions. Despite our understanding of POS theory and affective HRM practices increase employees' commitment to the organization, international employees (or expatriates and repatriates) perceptions of organizational support vary. Given the socially determined mental models (POS, TI), there is an urgent need for research to develop understanding of how social norms, cultural beliefs, and organizational practice, *simply*, how social determinants affect mental models. Although scholars have acknowledged the difficulties of expatriation and demonstrated how POS can mediate expatriate affective commitment to the organization (Bos-Nehles and Meijerink, 2018; Kawai and Strange, 2014), on *reentry* to their home MNC the difficulty in re-establishing themselves remains under-researched. The crucial question raised is, how can social contexts influence cultural mental models and consequently, a change in behavior more conduce to cooperate with MNC, following the return from an international assignment?

The question motivates this study in which firstly, we draw out social determinates to contribute to the debate, and secondly, how necessarily the POS framework involves an adjustment in the dynamic MNC environment. This, consequently, leads to a novel framework by which we demonstrate how the organizational support (OS) mechanisms can help with smoothing the cultural transition process when expatriates moving from the host to home countries. By incorporating the OS mechanisms into the *reentry* - *repatriation* adaptation and adjustment process, in particular, we offer an equilibrium approach to the adjustment to POS framework. That demonstrates how the OS mechanisms by creating a cooperative social context foster *multiple equilibria,* strengthen *stable equilibrium,* and create a *multiplier effect.*

Repatriates, as being encouraged to adapt to commonly shared norms and prevailing social norms, therefore, not only embed themselves as *multiple equilibria* of the MNC but also strengthen the diverse global workforce of the MNC.

The forgoing reflects that the study will make three contributions. First, the equilibrium approach advances theory by broadening an understanding of the effects of socially determent while social norms, cultural beliefs, and business practices (the social determinants) affect POS and decision choice (mental models). Prior research perceives that the expatriates unintended development of skills is at the heart of the repatriation commitment problem (Caligiuri and Bonache, 2016, p. 136; Lazarova and Caligiuri, 2001). We point to that although international assignments provide opportunities for international development experiences, only if there is mutual gain for both the organization and returning expatriates. Thus, the argument we put forward is distinguished from the theory of the 'POS–felt obligation' in creating the reciprocity (social exchange) while we stress that it is important to create a cooperative social context within the organization environment, otherwise repatriate may return to a home environment that will fail them. This is also because individuals (employees) are endowed with a complex mix of self-regarding and social-regarding concerns (Hoff and Stiglitz, 2016) and as a consequence, perceptions and the choices that repatriates make will reflect how they balance these social dispositions.,

Secondly, in drawing on theory from recent research in behavioural economics (DiMaggio, 1997; Bicchieri, 2006; Gintis, 2014; Bosworth, Singer and Snower, 2016; Hoff and Stiglitz, 2016; Bowles, 2016) and norm psychology (Henrich, 2004; Boyd and Richerson, 2009; Mesoudi, 2009; Gintis, 2014), we show how necessarily the OS mechanisms foster *multiple*

equilibria. This approach involves the organization in creating the cooperative corporate context that by the scope for intervention of OS mechanisms can influence behaviour, and how repatriates by adaptation and mental model adjustment enable behavior that is more conducive to cooperate. This extends recent research on global distant managers (Caligiuri and Bonache, 2016; Caligiuri and Tarique, 2012) and addresses the issue that MNC managers confront in intense changes across different locations (Ghemawat, 2017, p. 263). We suggest that on reentry to home MNC repatriates by adapting to commonly shared prevailing norms can influence a change in their mental models (i.e. perception of POS and preference of TI) and hence increasing their capacity in international mobility.

Repatriates by involving in social learning develop their teste of teamwork and others regarding behaviour, and therefore make themselves embedded *multiple equilibria* of the MNC. The equilibrium approach contributes to a new scope of organizational culture while OS mechanisms in repatriate re-entry create a *multiplier effect* as repatriates affectively involve knowledge transfer and transmissions of cultural traits and experience from expatriation to the home MNC. Thus, thirdly, the study offers implication for organizations to develop HRM strategies for effective deployment of their knowledge and skills, which will enable repatriates effortfully embed them in the workplace. This addresses the issue raised by scholars (Baruch and Altman, 2002; Guo and Al Ariss, 2015; Tung, 2016) about creating talents and culturally diverse workforce in the cultural transitions (from expatriation to repatriation), thus, offering important implication for international HRM in strengthening employee job roles and to maintain MNC human capital.

The rest of the paper offers the conceptual model aligned with the hypotheses. In testing, a set of methods are proposed and justified. The empirical analysis draws on survey data of international managers and other professionals that have recently returned to their home country (China) MNC after working overseas for one or several years on company-directed international assignments. The results suggest that OS mechanisms functioning in the *reentry* process create positive impact and increase repatriate retention.

The Theoretical Framework

The social determinants

In the MNC setting, internationally mobile employees, not unlike most individuals, are subject to two deep social influences: the social context; and mental models (Hoff and Stiglitz, 2016). Simply, a social context is the social interaction within which individuals participate. Social interactions are carriers of cultural information such as beliefs, values, practices, social norms, and narratives, and are capable of effecting behaviour. Different social contexts then activate different social norms which influence mental models. For example, some social settings encourage prosocial motives while others discourage them (Bosworth *et al*., 2016). The social context influences a perception that is neither constant between groups nor the same over time (Peysakhovich and Rand, 2016). Change the set of social interactions, mental models will change. This also means that moving through the international transition cycle between expatriation – repatriation settings, returning expatriates will reshape their mental models.

Mental models include perceptions, preferences, representations, identity (e.g. belief in who I am), and worldviews that people use to the interpret situations they encounter (Hoff and Stiglitz, 2016). Mental models are shaped by a person's exposure to and experience of different social relationships. Mental models, therefore, are also learned from society and cued by the context and on which people draw to conceptualize (DiMaggio, 1997; Hoff and Stiglitz, 2016). The social context that typically underlies the MNC expatriation-repatriation employment cycle is one in which interactions often take place within and between large groups of unrelated individuals where social encounters are often ephemeral. The reciprocity norm, therefore, is difficult to sustain. Numerous experimental studies in game theory and norm psychology have shown that the conditions that would produce a reciprocating exchange are quite restrictive (Gintis, 2014). The problem represents a social dilemma situation- a situation under which members who seek to maximize short-term gains may take actions that generate lower outcomes for the group (organization) than could have been achieved if they had cooperated (Gintis, 2014; Ostrom, 2000).

The forgoing points to the limitations of the standard model of 'POS–felt obligation association' that has unintended consequences, including those may trigger the 'defection strategy' of the social dilemma game. Perceptions and experiences are an intricately variant mechanism or culturally determined mental models. It is not surprising that individual perceptions of POS vary- the situation under which individual equilibrium is uniformly distributed (Bicchieri, 2006; Gintis, 2014). In the extant literature international business management research on expatriate– repatriate has identified that diverse work experiences and job roles can create misunderstanding and ambiguity in appreciating POS, thus triggering the

'maladjustment-dissatisfaction' experiences (Black, Gregerson and Mendenhall, 1992; Caligiuri and Bonache, 2016; Lazarova and Caligiuri, 2001).

The influences of social interactions and social experience reveal that turnover intention (TI) is an intricate process, not a single source of 'causality' acting on reciprocities as identified by POS theory. Yet the POS in reciprocity theory less takes into account the crucial social factors such as the determinants of the mental models that become salient in a particular context. Despite a well-established body of research on careers and various strategies to support greater employee commitment to the organization, social exchange theory founded on reciprocating obligations may not lead to a cooperative corporate context. The adjustment to the standard model of POS is necessary.

The adjustment to organizational support theory

Hitherto, we have brought the socially determined mental models (ie. POS and TI) into the analysis while both mental models (endogenous) and social interaction (exogenous) processes affect TI strongly. We, therefore, firstly suggest that the OS mechanisms necessarily support repatriates on *reentry* to the home MNC to absorb the norms and working practices prevalent in their social groups within the MNC. The OS mechanisms in creating a corporate social context by encouraging repatriate cross-cultural and habitual (behavioural) adaptation and conceptual (mental) adjustment. The organization by creating a cooperative social context can exert a persistent influence on behaviour such that behaviour would be favourably selected in the social context (Hoff and Stiglitz, 2016; Mitchell *et al*., 2001). In this view, the OS

mechanisms can nudge behaviour towards preferred direction (Benabou and Tirole, 2003; Boyd and Richerson, 2009; Hoff and Stiglitz, 2016).

The organization by creating a social context, enabling employees social experience, can provide common understanding and guide practices (Witt, 2000; Cordes *et al*., 2008). The OS mechanisms by encouraging repatriates' adaptation and adjustment enable repatriate developing behaviours and norms associated with shared common values and valuable organizational practice, where repatriates develop behavioural presentations aligned with the social context. Because individuals who in social settings are also characterised by non-self-regarding values (Gintis, 2014) the OS mechanism can activate particular mental models. Thus, the corporate social context can influence a change in self-determined decision-making (e.g. TI) while the organization fosters *stable equilibrium*. The *stable equilibrium* (Nash, 1951; Hargreaves-Heap and Varoufakis, 2004), as we will explain, can derive from sustainable ways of conceptualizing situations such as from shared beliefs.

In identifying the crucial functions of the OS mechanisms, secondly, we suggest that the organization by fostering stable equilibrium also encourage *multiple equilibria* (Benabou and Tirole, 2003; Boyd and Richerson, 2009; Hoff and Stiglitz, 2016). This approach resides in the cooperative corporate environment that entails shared common values, culture and cultural mental models. That through the social process such as social learning and cultural adaptation mechanisms influences changes in individual mental models such as reversing turnover intention (TI). As such, the organization "shapes and biases thought" (DiMaggio, 1997, p. 269). The approach advances research on "developmentally rich high contact" mobility experiences of global distant managers (Caligiuri and Bonache, 2016; Caligiuri and Tarique, 2012) and

addresses the issue identified by Ghemawat (2017, p. 263) about MNC managers experience frequent and more intense changes "because these changes occur across different locations". The OS mechanisms necessarily foster *multiple equilibria,* which address the above issues by encouraging diversity and talents of the global workforce.

The significance to address these issues resides in the social context and social determinants. According to Hoff and Stiglitz (2016, p. 29), the social context is "just other people" and that "shapes people who they are". Because "individuals are not separate from their social contexts" (DiMaggio and Markus, 2010, p. 348), we draw on the notion of mental models and situated cognition while our approach is more consistent with the work of leading economists (Akerlof, 2008; Bosworth *et al*., 2016; Collier, 2016; Hoff and Stiglitz, 2016) and their work on how social determinants, perceptions, preferences, and cognition influence behaviour and decision making (e.g. TI). Thus, the social cultural distance would neither imped cross-cultural adaptation nor cooperation while repatriates, for example, develop a penchant for shared interests and more others-regarding.

The approach we propose is distinguished from studies that found in the international business (IB) field while for IB scholars, societal value studies (i.e. Hofstede, 1980, 2011) have dominated the field that look at cultural distance, for example, the social cultural distance can be reflected by that expatriates return home China MNC which are still infants comparing with developed economies MNC (Ramamurti and Hillemann, 2018). We stress the functionality of socially determined mental models while we argue that the social learning mechanisms by embracing multiple equilibria can influence behaviour and change of mental models, thus, nudging social balance such as by creating a *multiplier effect* by repatriates (or expatriates).

Thirdly, cultural information is transmitted between individuals when they are engaged in socialization through the instantiation of social norms and working practices (Peysakhovich and Rand, 2016; Mesoudi, 2009; Gintis, 2014). The process can create *a multiplier effect* (Frey and Jegen, 2001; DiMaggio and Markus, 2010; Bosworth *et al*., 2016), which, as we demonstrate, not only enables repatriates to transfer their expatriate acquired knowledge and experience, but also allow their new perceptions of the POS and hence contribute more to the MNC. This extends prior studies while scholars attribute repatriate unintended development of expatriate related skills as the critical element of repatriation problem (Caligiuri and Bonache, 2016, Lazarova and Caligiuri, 2001).

In following from prior scholars' recognition that expatriates wish to use their newly developed cross-cultural competencies in other settings (Caligiuri and Bonache, 2016), we demonstrate that repatriates by engaging with culturally variant groups in the social context can acquire diverse cultural traits and specialist knowledge and valuable organizational practice – the *multiplier effect*, which raises organization retention (e.g. enlarged human resources and social capitals). Because simultaneous cognitive frame switches by many interdependent actors (DiMaggio, 1997), repatriates, for example, by engaging with gene-cultural groups can develop collective interpretations, along with evolving cultural phenomena such as ideas, cultural traits (Berry, 1997; Sussman, 2000). Thus, the *multiplier effect* can be created while culturally determined perceptions and endogenous preferences, large scale cultural, social, organizational changes can occur (Benabou and Tirole, 2003; Hoff and Stiglitz, 2016). In what follow, we demonstrate the critical points raised above, in line with the rising hypotheses for empirical tests by this study.

The Hypotheses

Stable equilibrium.

In the dynamic settings (e.g. the inter-cultural transition cycle) successful strategies may drive out unsuccessful ones (e.g. organizational support to employee career development by expatriation), but crucially the strategies that remain will be representative of *Nash stable equilibrium*. Drawing out implications from Nash equilibrium and behavioural economic theory, we suggest that behavioural stability of employee is also from 'sustained ways of conceptualizing situations' (Hoff and Stiglitz, 2016). In conceptualizing situations, Nash equilibrium has demonstrated how cooperation can be derived in the 'cooperation or defection' game (Nash, 1951). That is the perceived 'best response' as the strategies are chosen by the other players. By that, if all players have chosen what they perceive as their best response, they will then have no incentive to change their strategy – they have reached an equilibrium.

The equilibrium is recognized by research on Nash strategy as the shared beliefs, hence cooperation evolves is aligned with the beliefs and incentives of individuals with distinct and often conflicting interests (Gintis, 2014, p. 174). Shared beliefs arise from conceptualizing situations when there is a consistent alignment of beliefs, so that no individual can profitably deviate from the action implied by the alignment. When beliefs are consistently aligned the actions taken by each actor (based on the beliefs they hold about the other actors) are constrained so they do not upset those beliefs (Hargreaves-Heap and Varoufakis, 2004). Such practice in the *Folk Theorem* is the *"*so called because no one knows who first thought of it – it is just part of the folklore of game theory" (Gintis, 2014, p.178).

The forgoing suggests that corporate environment can foster *stable equilibrium,* which is important for the MNC situation while international employees are transcend different social settings through expatriation and repatriation. Under which, the organization by creating a social context can exert a persistent influence on behaviour such as shared beliefs and cooperative norms. Thus, it is expected from which cooperation can emerge, leading to stable equilibrium. The discussion brought two algorithmic measures: the *cooperative social context, c,* and the *stable equilibrium, s,*

$$s_t = c_t + \varepsilon_t \,, \tag{1}$$

where a value change in s depends on the influences of c, and ε represents other effects (e.g., unobserved exogenous effects):

$$\Delta s_t = (1 - p)(c_{t-1} - s_{t-1}) + \varepsilon_t^s \tag{2}$$

While the stable equilibrium, *s,* is influenced by the operator, p, the coefficients of variables related to how the social context, *c,* fosters repatriate adaptation and adjustment in the home MNC environment. For instance, repatriates by adapting to norms that are prevalent in the social context and behaviour that are most frequently adopted or followed by groups and individuals in the social setting can induce sufficient co-operator types (Bicchieri, 2006; Gintis, 2014). Because the group with a preponderance of co-operator types would produce a better outcome (higher payoffs) than what could be obtained if everyone played a non-cooperative action such as the defect strategy (Boyd and Richerson, 2009; Nowak, 2012; Bosworth *et al*., 2016), this would render more cooperative norms.

Thus, the organization by creating cooperative context can encourage repatriates to adjust their cognitive functions, the cultural mental model, causing them to modify behaviour in the social context (Witt, 2000) such as shared belief, normed behaviour. Cooperation that emerges demonstrates *stable equilibrium,* representing dedication and absorption of organizational goals and other-regarding concerns, other than self-regarding behaviour, thus, driving TI to reverse. The discussion leads to the first hypothesis

H1: The greater magnitudes of POS mechanism in creating a cooperative corporate context, the greater degree of the repatriate would reverse his/her turnover intention (TI) within the MNC.

Multiple equilibria

While socially determined mental models vary*,* the OS mechanisms necessarily foster *multiple equilibria.* This, in following from prior research (Benabou and Tirole, 2003; Boyd and Richerson, 2009; Hoff and Stiglitz, 2016), extends our earlier argument. Although the scenario of *stable equilibrium* is desirable for the MNC, it can increase the probability of maintaining the 'status quo' such as to remain in the current state of affairs rather than bringing new knowledge and competences for organisational change (Lazarova and Cerdin, 2007). Prior studies have revealed that on *reentry* to home MNC repatriates have perceived 'that nothing in the home country has changed' (Gullahorn and Gullahorn, 1963; Lazarova and Cerdin, 2007, p. 405). Repatriates have experienced job deprivation (Kraimer *et al*., 2012), consequently, repatriates perceive themselves as over- qualification (POQ) such that they perceive their skills are above what the job requires. POQ, as empirical studies reported, is negatively related to

their job satisfaction (Maltarich et al., 2011; McKee -Ryan and Harvey, 2011) and positively related to TI (Maynard, Joseph, and Maynard, 2006; Ren *et al*., 2013).

Clearly, *multiple equilibria* exist in the dynamic (MNC) environment such that where an equilibrium is often dependent on individuals who involved in the amount of information available to them are also exposed to time horizons, such as employees from distant culture and geographical location. Also, individuals may not respond the same information in the same way, and individuals who received the same POS might perceive it differently. The distance and diversity issues bring the necessity for the organization to foster *multiple equilibria,* so that the OS mechanisms by creating the corporate context influence changes of repatriate mental models (i.e. POS and TI) to become more conducive to cooperate. The diversity also reveals that to retain reciprocity is costly and effortful. In recognizing the challenge and responsibility, the organization by the scope for intervention of OS mechanisms, on the one hand, foster *multiple equilibria* as international employees have different expectations and cultural mental models, and on the other hand, to influence mental models (ie. perceptions of POS and TI) to change in the social context.

Within the MNC environment, groups and individuals as we discussed earlier, by conceptualising situations can develop shared belfies and adapt to prevailing norms and commonly adopted behaviour. Thus, the organization not only retains diversity but also the unity. The unity derives from 'situated cognition', for example, individuals engage with in their everyday lives, with their work and non-work relationships- which are known as 'situated cognition' (Markus and Kitayama, 2010; Oyserman *et al*., 2014). Wherein repatriates develop a taste for teamwork is appropriate behaviour in a social role (e.g. a leader, or a member). Such

role behaviour is given by social norms that specify desirable behaviours (e.g. collaborative, discretionary, philanthropic). Clearly, these elements cannot be captured by self-regarding concerns. The unity, therefore, is developed from repatriates who contribute themselves as the embedded *multiple equilibria* of the MNC.

The forgoing demonstrates that the level of turnover intention, *i*, can be reduced when the diversity and unity as the algorithmic measures simultaneously functioning in *multiple equilibria* and *stable equilibrium*. Presume the effect starts with

$$i_t = m_{t-1} + p_t; \tag{3}$$

$$i_t = s_{t-1} + p_t. \tag{4}$$

where the assumed mechanisms in *m* and *s* are correlated, and a value change in *m* and *s* will cause a value change in turnover *intention*, *i*:

$$\Delta i_t = (1-p)(m_{t-1} - i_{t-1}) + \epsilon_t^i, \tag{5}$$

$$\Delta i_t = (1-p)(s_{t-1} - i_{t-1}) + \epsilon_t^i, \tag{6}$$

And

$$i_t - p i_{t-1} = m_t + i_t - p(m_{t-1} + s_{t-1}) = m_t - p i_{t-1} + \epsilon_t\,. \tag{7}$$

While the OS mechanisms foster both *m* and *s*, repatriates are encouraged to moderate the levels of their turnover *intention, i*, and the effect in a cointegrating regression is expressed as

$$\Delta i_t = (1-\delta)(s_{t-1} - m_{t-1}) + p_t^i\,. \tag{8}$$

where δ is the coefficient of $i_{t,}$ denoting the level of turnover intention in relation to algorithmics of $m_t,$ such that the cooperative context influences mental models that fit into the current social organizational environment through sharing cognitive frameworks, cultural traits, and valuable organizational practice.

International assignment directed by the MNC has provided the expatriate with a 'tradeable asset' (Lazarova and Cerdin, 2007), then how the 'asset' - *multiple equilibria* become tradable is concerned with how the corporate environment influences mental models. The POS mechanisms by fostering multiple equilibria enable the new perspectives while repatriates work on opportunities to apply intercultural competences in the organisations inducing valuable practices and specialist knowledge that they acquired through expatiation (Fish and Wood, 1997; Yarosh, Lukic and Santibanez, 2018). Repatriates by transferring of good working practices develop intercultural competence and induce reproductive success of the home MNC. The discussion leads to the second hypothesis

H2: The higher magnitudes of mechanism in POS fostering multiple equilibria within the MNC environment will lead to lower level of repatriate turnover intention (TI) within the MNC.

The multiplier effects

Thus far, we suggest that the organization by fostering *multiple equilibria* will create a *multiplier effect.* Repatriates by engaging with culturally variant groups in the social context can acquire diverse cultural traits and specialist knowledge and valuable organizational practice. The *multiplier effect* of multiple talents of employees brings up a diverse workforce for the

organization. Wherein repatriates by transmissions of cultural traits and valuable organizational practice will consequently raise organization retention (e.g. enlarged human resources and social capitals). A *multiplier effect* can be created when repatriates through cultural adaptation entail changes based on such as diverse knowledge and international assignment experience in the new social context (i.e. the repatriation environment). A *multiplier effect* is created as repatriates working in the new environment increase their socialization capacity, as well as, share values with the community such as by teamwork.

Prior authors identify that many employees identify with the goals of the organization without concern for their own self-interest (Witt 2007; Cordes *et al*., 2008). We conjecture that repatriates by adapting to the workplace and prevailing group or social norms will intrinsically contribute more to the organization's welfare than could be elicited through their contract with the employer. Employee can induce non-self-regarding values without compromising the organization's financial support and career support (Frey and Jegen, 2001; Witt, 2000; Cordes *et al*., 2008). Because the penchant for cooperation is also learned from society and cued by the context on which people draw to conceptualize (DiMaggio, 1997; Hoff and Stiglitz, 2016).

The forgoing highlights the essential algorithmic measures of cooperation, *w*, in relation to the *multiplier effect e.* From Equation 5 and Equation 6, *w*, will be derived from the value increases in the operator, p, thus, the multiple-regression equation is expressed as

$$\Delta f(w_{t,}) = \alpha + pm_{t,i} + \beta e_{t,i} + \varepsilon_t^w, \qquad (9)$$

where p is the operator of the coefficients of *m, multiple equilibria*, and, *e*, is an indicator of *multiplier effect* such that demonstrated by repatriates social learning and knowledge transfer,

and ε is the unobserved error term of w. Together they construct the functions, f, of *cooperation*, w.

The formulations demonstrate that the organizational culture and goals, and social learning mechanisms continue functioning in repatriate transferring knowledge, experience, and sharing variant cultural traits and mental models. Thus, the organization has sufficient opportunities to nudge the social context (Benabou and Tirole, 2003; Hoff and Stiglitz, 2016). Then groups, individuals by shared values and cooperative norms offer the potential for the organization to shift up to an equilibrium state while the *multiplier effect* strengthens cooperation and retention. The final hypothesis is

H3: The greater the magnitudes of mechanism of POS to social learning in the MNC, the higher the dispositions of repatriates to cooperate within the MNC.

The Empirical Study

The empirical study focused on China MNC (CMNC) which have contributed the emerging second largest economy of the world, at the meantime face many challenges. MNC are in a unique position to increase the wealth of a nation as they are seen as an efficacious structure for enabling firms to greatly expand their geographic reach by entering host country markets at an advantage, by virtue of their capacity to jointly create knowledge-based resources and make these resources available in multiple locations (Gupta and Govinderarajan, 2000; Andersson *et al.,* 2015; Erkelens *et al*., 2015; Li *et al*., 2016). CMNC also experience an increasing rate of repatriate (managers and other professionals) turnover, though in MNC of other countries, too. To leave the organization early not only disrupts the career development of employees (Chang

et al., 2013; Erdogan *et al*., 2011; Kraimer *et al*., 2012), but also limits the return of the company (Black et al., 1999; Lazarova and Cerdin, 2007). Although research has identified the social and cultural distance (Hofstede, 2001, Ramamurti and Hillemann, 2018) and return expatriates involve cross-cultural adjustments, far less research attention has been paid to how OS mechanisms render the capacity of repatriates to adapt to new or changing circumstances, though they have recently been applied to the international assignment debate (Osland, 2000; Sussman, 2000, 2002; Kraimer *et al*., 2012).

Insert Table 1 about here

Data collection

The questionnaires were distributed to 350 targeted professionals currently working at state-owned, private, large and medium CMNC and public institutions in Southeast China. To be included in the survey, participants had to have completed at least one international assignment and repatriated to their home MNC within the last two years - this was also to reduce 'rater effect' (Ireland *et al*., 1987), as we will explain next. The distribution was through the Personal (HR Sector) of the MNC and directly to individual expatriates. The study obtained 150 fully completed questionnaires for the analysis. The data sources showed there were 90 questionnaires from large state-owned CMNC and 60 were from large private CMNC, including communications industry, power industry, manufacturing, pharmaceutical, financial sector and other industries.

Table 1 depicts the data distribution. There were 53 percent of repatriates had one international assignment experience and 32 percent of subjects had more than three international assignment experiences. Each assignment duration had minimum one year and maximum above five years' stay in a foreign country. There were 30% had worked in North America and Western Europe, 35% in Asian counties, 24% percent in African countries, and the rest labeled as 'other country'.

Dependent variables

For the study, the *dependent* variables were scales measures on which cooperation was adopted from prior studies, using the dispositions or degrees of dedication and absorption of the organizational culture and goals (Kraimer et al., 2012; Ren et al., 2013) and presenting cooperation with groupwork and the group (CMNC). Turnover intention (TI) is adopted from prior studies (Kawai and Strange, 2014; Kraimer et al., 2012; Ren et al., 2013), using the item "I often think of quitting my present job" and supported by the literature that behavioural intention is a sensible predictor of actual behaviour (Aladwan, Bhanugopan, and Fish, 2013). The tests of scale data reliability and consistency showed the Cronbach's coefficient of 0.78.

Independent variables and mediating variables

The independent measures captured three sets of properties. First, the study considered variables related to how the organization *fostering stable equilibrium.* The measures in following from prior empirical studies (Kraimer and Wayne, 2004; Chang *et al*., 2013; Erdogan *et al*., 2011; Kraimer *et al*., 2012) used the scales data related to perceived organizational support (POS): how organizations provide repatriate support for career development; financial support;

matching job-skills; promotion; family support. Importantly, with respect to how the organization creates the cooperative corporate context, we considered the level of POS to cultural adaptation, social psychological adjustment, others regarding, promoting teamwork activities and cooperative norm within the CMNC, thus, we are able to examine their effects on the repatriates' reentry process, as modeled. The Cronbach's coefficient of the scale data is 0.87.

The second set of independent variables captured measures related to the POS mechanisms fostering *multiple equilibria.* Drawing from norm psychology literature and economic theory and organizations (Cordes *et al*., 2008; Benabou and Tirole, 2003; Boyd and Richerson, 2009; Hoff and Stiglitz, 2016), the variables included POS mechanisms encouraging repatriate adaptation to valuable practice and commonly shared norms within the MNC, to absorb culture traits of gen-cultural (Chinese) group as well as culturally variant groups, which could raise repatriate cultural capacity- cultural fit and behavioral fit into the social context. These variables were also used as the mediating variables (Baron and Kenny, 1986) along with algorithmic measures as conjectured, by which we examine how the organization in fostering *multiple equilibria* strengthens repatriate cooperation (in Table 5 -6). The Cronbach's coefficient of scale data is 0.90.

The third set of measures, with respect to the proposed *multiplier effect,* captured POS to social learning mechanisms. The variables in following from prior studies (Berry, 1997; Benabou and Tirole, 2003; Boyd and Richerson, 2009; Caligiuri and Bonache, 2016; Hoff and Stiglitz 2016; Sussman, 2000, 2002) included: the disposition of encouraging transmissions cultural information, cultural traits, and as modelled and the variables of: the dispositions of

repatriate social learning; transfers of acquired knowledge and specialist experience. The scale data test of Cronbach's coefficient is 0.85.

Control variables

To strengthen research reliability, we controlled for the variables related to social environments for possible social influence differences, which included: the last expatriate country; the duration of last international assignment; and the number of international assignments. The country specifications using data strings were: 1 = other countries, 2= Asian countries, 3= Southeast Asian countries, 4 = EU counties, 5 = North America. These measures are well-established measures in IHRM studies (Lazarova and Tariq, 2005; Chang *et al*., 2013; Erdogan *et al*., 2011; Kraimer *et al*., 2012; Kawai and Strange, 2014).

We also controlled for gender and age by repatriate cultural experience, education level, number of expatriations, and position prior to and after expatriation (and gender, age, marital status). Recent studies have shown that female international experiences can differ significantly from their male counterparts and these differences affect mental models and there is evidence of gendered career structures (Shortland and Perkins, 2016; Koveshnikova, Tienarib, and Piekkaria, 2019). The 'perceived overqualification' (POQ) was also treated as a control variable, using Maynard et al.'s (2006) items: "my education level is higher than the qualifications that the job required"; "My work experience can't fully development in the current work"; "My job skills don't match with the requirements of current work". The Cronbach's coefficient of scale data is 0.90.

Insert Table 2 about here

Data reliability and consistency

The sampling methods aimed at strengthening the eligibility while the sample selection would reduce 'rater effects' and enhance data reliability for survey studies (Ireland *et al*., 1987; Podsakoff *et al*., 2003) by the sample size, industry coverage, different countries of expatriations, and variant demographic profiles. The sample data also helps with reducing Type I and Type II errors (Becker, 2005) while the study also observed the interference effect using a relatively larger number of criterion variables, variant sample groups, and alternative models. All data variables for diagnosing the presence of multicollinearity employed a correlation matrix and error variance, and data variables used in the analysis met the validity requirements (Pindyck and Rubinfeld, 1998). The study used composite factor reliability scores and Cronbach Alpha (Herman and Tetrick, 2009; Lord and Novick, 1968) and the power rate for the sample data achieved a validity range of Cronbach Alpha (0.78-0.90) with .05 and .01 levels of error, suggesting sufficient power for the analysis (Cohen, 1992). The study also examined predicted standard value of probabilitie*s* (of TI, POS), predicted standard values of error residuals*,* means and variances (Table 2). The criterion achieved for the Variance-Inflation Factor (VIF) as 1.23-3.27 are well below the suggested cutoff of ten (Hair *et al*., 2006). Therefore, multicollinearity is not a significant concern in any of the correlations.

Hypotheses tests and techniques

The preliminary tests (in Table 3) generated reveal several significant correlations. Among them there are positive correlations between POS and POQ ('perceived overqualifications') suggesting stronger financial support may not necessarily lessen POQ of repatriates. Consequently, the analysis (in Table 4) sought the impact of social determinants on TI, and seconly, considered POS to the *reentry* process. Where the hierarchical regression analysis sought evidence of how repatriates' dispositions of cooperation would be derived from the POS mechanisms that foster both *stable equilibrium* and *multiple equilibria*. Further, the tests (in Table 5) of *Hypothesis* 1 revealed that POS to career development and *reentry* adaptation to home MNC played a concurrent role. The tests of *Hypothesis* 2 drew out correlative '*Co*' values and further test them by seeking their significant coefficients with the dependent variables (i.e. TI, cooperation). Each of the model tests incorporated a number of predictions and involved the analyses of variance, *t*-test, and F-values that demonstrated the model fit. With respect to the predicted *multiplier effect, Hypothesis* 3 tests used both multiple regression and the Multinomial Logit (Dynamic Fixed Effect) tests. In the latter, the POS mechanisms were a set of exogenous variables (the top row in Table 6) and the study tested the effect of multiple equilibria and the multiplier effect as properties of endogenous variables (the left column in Table 6).

Insert Table 3 about here

Results

By controlling for the social determinants as the exogenous variables, the analytical results (in Table 4) reveal that TI also relates to the *length* of the assignment (the longer duration). The social determinants are significant variables, where positive coeffcients rest on professionals working in developed countries (Sourtheast Asian countries, EU, and North America), they bear a lower POQ and significant positive relationship to TI. The variables of gender (negative) and education level (positive) significantly relate to TI, which also rests on the endogenous variables of the repatriate mental models and the POS.

Insert Table 4 about here

The results from the model tests in Table 4 reveal that the POS to expatriate career development, repatriate knowledge and skill capacity match, and value and skills recognition significantly reduces levels of repatriate TI. In line with the projected algorithmic measures, the results show that POS in creating cooperative environment, support to social learning and adaptation significantly reverses repatriate TI. The results in Table 5 (Model 1) further suggest that the POS mechanisms in creating cooperative context within the MNC can lead to higher dispositions of repatriate cross-cultural adaptation and adjustments, where higher levels of adaptation (mediating variable) to MNC culture, engaging teamwork (b=-.336; e= .023; p< .001), and reentry adjustment (b=-.379; e= .057; p< .001) lead to lower levels of TI. The results lend support to Hypothesis 1, where the model fit statistic is F-value 14.9; Adj. R^2 .61.

Results from testing Model 2 (Table 5) demonstrate the effects of social determinants,

including higher level exp-social interaction (*b*=.178; *e*= .052; *p*< .001), length of international assignments, and repatriation social interaction, which reduce TI (*b*=-1.76; *e*= .08; *p*< .001) and together, they reside with the value of *multiple equilibria* (the dependent variable). The higher dispositions of POS to repatriate adaptation, social learning, and social adjustment also significantly relate to the higher values of *multiple equilibria.* With respect to *multiple equilibria,* results from testing Model 3 (Table 5) suggest that the POS to repatriates' adaptation to MNC culture and commonly shared norms (*b*=.21; *e*=.07; *p*< .01) create positive coefficients of cultural fit that strengthens *stable equilibrium*, leading to negative coefficients of TI (*b*=-9.58; *e*=.02; *p*< .001). The results lend support to Hypothesis 2.

Insert Table 5 about here

Results of Model 4 (in Table 5) reveal the *multiplier effect* on cooperation, where repatriate cooperation with MNC rests on POS to social learning (*b*= 0.39; *e*= 0.08; *p*< .001), Co-POS to reentry, and behavioural fit, where the coefficient of mental models also positively (*b*= 0.16; *e*= 0.36; *p*< .01) relates to cooperation. The model fit statistics is F-value 14.85; Adj. R^2 .72. Results (in Table 6) from the Dynamic fixed effects tests suggest that the multiplier effect resides with the exogenous variables of POS (in the left column) and the endogenous variables of repatriate social learning and cultural adaptation (on the top row), which have generated strong probabilities of distributions, where the R coefficients of determinations are 0.252; *p*< .001 and 0.376; *p*< .001 and the Sum of F-values as 79.779 and 170.989. Social learning and knowledge exchange induce *multiplier effects* and there are significantly value increases in repatriate

dispositions of cooperation. The results lend support to Hypothesis 3.

Insert Table 6 about here

Discussion

The findings of the study reveal that organizational support (OS) mechanisms to repatriates *reentry* to home MNC entail changes to mental models of repatriates. This by connecting to the first important aspect of the proposed framework suggests that a cooperative corporate culture can foster *stable equilibrium*, inducing a positive effect by valuable practices of repatriates with culturally variant groups and adaptations to home cultural traits. Secondly, the OS mechanisms by fostering *multiple equilibria* create a *multiplier effect,* for example, when the organizational environment encourages repatriates to activate their values and beliefs along with their specialist knowledge, a higher disposition for cooperation then emerges. Thirdly, perceptions and other cognitive schemes can be transformed and hence become more specific to particular settings. This lends support to the conjecture of social influence and socially determined mental models. Within the social context, cultural fit and behavioural fit represent desirable behaviour such as teamwork and render cooperation with the group (MNC). While repatriates absorbing the social and organizational norms in the social context, the higher dispositions of social learning and cultural adaptation increase the capacity of repatriates to contribute to the MNC, reversing their TI.

Contributions to theory advancement

The equilibrium approach is to be distinguished from 'POS–felt obligation association' (Erdogan *et al*., 2011; Rhoades and Eisenberger, 2002; Rupp and Cropanzano, 2002). The approach shows a step increase in advancing social exchange theory while it demonstrates how a social process influences mental model changes. The study firstly, draws out OS mechanisms that by extending the scope of interventions creates a cooperative corporate environment that by motivating their cultural adaptation and adjustment enables repatriates to develop fitness and commitment to the MNC. The framework guides repatriates and enables them to adjust their cognitive functioning, causing them to modify behaviour in the social context, where they by changing mental models change their behaviour.

The study, secondly, contributes to the OS literature through the approach to *stable equilibrium* that is distinguished from the standard model of POS. The standard model, with its roots in social exchange theory, supposes that reciprocity as unproblematic, whereas we show that reciprocal relationships create social dilemmas. We draw attention to the myriad of individuals in one capacity or another and concurrently both parties' social responsibilities form the basis of the social exchange, thus, a cooperative corporate environment enables mutual reciprocity. The adjustment to POS also involves the organization in fostering *multiple equilibria.* This, with respect to evolutionary theory, suggests that the social attributes driving

the social evolution that reflects on "adaptation to variation" and "selection" of behaviour fitting into the social context (Darwin, 1859, p. 80–81).

Thirdly, the social process by social influences creates the *crowding-in* behaviour of repatriates, as our results demonstrate, that lend support to the economic literature, 'motivation crowding theory' (Frey and Jegen, 2001; Witt, 2000; Cordes *et al*., 2008). The approach by creating the possible *multiple equilibria* and a *multiplier effect* contributes to the potential for organization and society more generally to create cooperative norm, thus raising organizational retention. The equilibrium approach offers important implications for research on social influence on cultural transitions, as a more socialised account of POS while social norms and cultural values affect behaviour while expatriates and repatriates are observers as well as actors in developing international management skills through continuous learning in a specific complex of environments.

Implications for IHRM

The study identifies the distinct attributes of individual properties, not only involving expatriate/repatriate transitions in career paths, but also posing their culture, national identities to international positions. The equilibrium approach has important implications for inducing organizational retention, offering an important implication for IHRM in managing both talent and diversity of the workforce through the adaptive process, and encouraging transmission of cultural traits, knowledge and valuable practices of variant groups. Organizational support to social learning induces emotional resilience of repatriates, raising their motivation to create value for the home MNC.

To create positive outcomes requires a better understanding of how reciprocity can become established and sustained when cross-cultural interactions are often fleeting, taking place based on perceptions of the outcomes from exchanges between two parties. POS to behavioural and cross-cultural adaptation helps repatriates by enhancing cultural conformity, increases their commitment to the MNC. Expatriates and repatriates' exposures to cultural, institutional, administrative and economic aspects challenge IHRM for how the organization assists their cultural transitions, understands cultural diversity and how that affect their cooperation in the MNC environment. IHRM could explore social determinant mechanisms that drive diverse norms, and hence affect individual ambiguity tolerance and emotional resilience. IHRM by affective OS to employees can help them embed expatriate culture, values, and skills in the workplace.

Research implications and limitations

The study design followed established research approaches and employed justifiable methods to test hypotheses. Future studies can subject multiple sets of variables and observe how expatriates/repatriates with their cognitive mechanisms play a crucial role in how they interpret their immediate surroundings that influence how they act on their expectations. Research may also draw out variables related to successes in OS and embedding and reconnecting the elements such as to social adjustment and prosocial interactions of expatriation and repatriation. Still it needs to be acknowledged that the relative size of the sample might have affected the results.

Conclusion

This paper is distinguished from prior studies relying on social exchange theory as an explanation for why repatriates reciprocate positive POS and why they induce TI. The equilibrium approach to the adjustment to POS theory is intricately related to cultural adaptation of repatriates on *reentry* to their home MNC. The approach, with the consideration of social determinants of mental models advances POS theory and contribute to cultural transition theory. Findings of the study reveal the greater the mechanism in POS to adaptation to the socio-organizational environment, the greater degree of reversed TI. The emerging value of repatriate cooperation resides with the organization that fosters *stable equilibria* and *multiple equilibria,* leading to a *multiplier effect* within the MNC.

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Table 1. Sample (N=150) data proportion distribution

Items	Category	Numbers	Percentage (%)
Gender	Man	113	75
	Woman	37	25
Marital Status	Unmarried (Incl. Divorced)	76	51
	Married	74	49
Age	Age under 30 Years	25	17
	25-35 Years	109	73
	35-50 Years	16	11
Education level	Colleges	6	4
	Bachelor's Degree	89	59
	Master's Degree	55	37
The Number of Expatriation	1 Time	79	53
	2 Times	24	16
	3 Times	7	5
	> 3 Times	40	27
Last Expatriate Country	Asian Countries	53	35
	African Countries	36	24
	Europe and America	45	30
	Other Countries	16	11
Position Change after International Assignment	Promotion	30	20
	Lateral Mobility	108	72
	Position Down	12	8

Table 2. The sample data consistency test

	N	Mean	Std. Dev	Std. error	*t*	VIF	Tolerance
Education levels	150	2.35	0.61	5.88	0.34	1.27	0.79
Number of expatriates	150	2.03	1.27	2.89	-0.47	1.32	0.75
International assignments	150	1.70	0.90	4.02	0.36	1.27	0.79
Expatriate role positions	150	1.71	0.82	6.28	2.66***	2.57	0.39
Repatriate role positions	150	1.78	0.82	7.11	2.75***	3.32	0.30
Length last inter assignment	150	1.70	0.79	7.27	-1.91**	3.22	0.31

Where dependent variable is cooperation

*significant at 10%,

** significant at 5%,

*** significant at 1%.

Table 3. Correlation coefficients: POS with endogenously and exogenously controlled variables

Gende	Marital	Age	Edu	Numb Assig	Length Assig.	Count Assig.	Posit. change	Match	Skills	Capability	Job Deprivation	Over qualified	POS Position	POS Career	POS Financia	POS Adaptation	POS Social learning
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	0.00																
2	0.12	.278**															
3	0.01	-0.09	-0.05														
4	-.179*	.255**	-0.05	-0.02													
5	0.07	-0.07	0.11	.174*	-.416**												
6	.129	.100	-.073	.162	-.161	.050											
7	-.366**	.160	.050	.098	.209*	-.049	-.070										
8	.081	-.028	.208*	.465**	-.042	.378**	.146	-.094									
9	-.229**	.127	.144	.315**	-.009	.297**	.150	.010	.454**								
10	-.099	.081	.030	.200*	-.035	.161	.126	.087	.434**	.551**							
11	-.149	.024	.057	.053	-.122	.348**	.052	.078	.515**	.481**	.548**						
12	-.056	.039	.078	.247**	-.071	.204*	.016	.014	.529**	.459**	.618**	.629**					
13	.215**	-.080	.019	-.177*	-.160	-.016	.053	-.305**	-.073	-.113	-.039	-.004	.058				
14	.116	-.078	.089	.109	-.212*	.180*	.043	-.089	.073	-.091	-.101	-.136	-.031	.532**			
15	.225**	-.029	-.025	.347**	-.094	.013	.165*	-.136	.212*	-.082	.052	-.098	.160	.383**	.459**		
16	.201*	.102	-.094	.165*	-.038	.038	.266**	-.099	.090	-.076	.001	-.019	.169*	.418**	.297**	.627**	
17	.042	-.049	.077	-.163	-.292**	-.030	.220**	-.347**	-.182*	-.040	-.067	-.091	-.014	.440**	.376**	.324**	.320**

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4. Turnover intentions and POS with control variables

	Variables	Model 1	Model 2	Model 3
Control	Gender (Male 1, Female 2)	-0.53***	-0.19	
		(0.16)	(0.18)	
	Marital status	0.99	0.25	
		(0.17)	(0.24)	
	Age range	-0.12	0.5***	
		(0.23)	(0.22)	
	Level of education	0.53**	0.1	
		(0.14)	(0.13)	
	Number Int. assignments	0.54***	0.068	
		(0.12)	(0.13)	
	Length of assignment	0.24	0.31**	-2.18
		(0.13)	(0.80)	(0.27)
	Assignment countries	0.45**	0.47**	-2.43
		(0.83)	(0.68)	(0.21)
	POQ (over-educated)		0.78***	
			(0.96)	
	Over-skilled/experienced		0.53***	
			(0.074)	
POS	POS Career development		-0.58***	-1.67
			(0.61)	(0.14)
	POS capacity match		-0.60***	
			(0.07)	
	POS value/skills recognition		-0.36***	
			(0.96)	
	(Mean value) POS	-0.21**		
		(0.89)		
	POS Social learning			-2.11***
				(0.19)
	POS Adaptation			-8.61***
				(0.66)
	POS Cooperative norms			-1.23***
				(0.15)
Model Fit	F-value	17***	40***	51.54***
	df	(149)	(149)	(149)
	Adj. R^2	0.84	0.88	0.75
	df	(149)	(149)	(149)

Dependent variable is TI in the three models.

Standardized coefficients are *significance at the level of 10%

**significance at the level of 5%,

*** significance at the level of 1%.

Values in parentheses are error residuals.

Table 5. Hypotheses tests of cooperation in relation to the equilibrium approach

		Model 1 TI	Model 2 Equilibria	Model 3 Culture fit	Model 4 Cooperation
Mediating variables	Education		.020 (.108)		
	Exp-social interaction		.178*** (.052)		
	Assignment countries		.142** (.060)		
	Length int. assignments		.296** (.019)		
	Rep-socio interaction	-.168** (.012)	0.92*** (0.01)	0.05 (0.02)	-0.09 (0.08)
	Social learning	-.101 (.024)	0.14*** (0.06)	0.13 (0.17)	0.39*** (0.08)
	Adaptation to MNC culture	-0.10** (0.01)		0.21** (0.07)	-0.07 (0.09)
	POS to adapt to variant groups		 (0.02)	-0.19**	0.24*** (0.58)
	POS to adapt to local group		0.33*** (0.02)		
	POS to teamwork	-.336** (.023)	.053 (.021)		
	Co-POS to *reentry*	-.379* (.057)		0.58*** (0.22)	0.26* (0.95)
	Behavioural fit	.001 (.070)	-0.02 (0.01)	0.12** (0.10)	
	Cultural fit	-.223** (.021)	0.00 (0.01)		0.18*** (0.07)
	Social adjustment		0.05** (0.03)	0.13 (0.09)	-0.08 (0.47)
	Behavioural adjustment		0.05** (0.03)	-0.19** (0.02)	0.17* (0.57)
	Mental model adjustment		0.01 (0.01)	0.33*** (0.02)	0.16** (0.36)
	Co- POQ	-.037 (.019)	.221** (.020)	0.24** (0.02)	.162* (.016)
	Turnover intention *TI*		-1.76* (0.08)	-9.58*** (0.02)	
	Model fit				
	F-value	14.9***	42.03***	21.1***	14.85***
	Sum Mean Sq.	0.19	0.73	0.25	0.21
	Model fit R^2	0.61	0.77	0.75	0.72
	df	(149)	(149)	(149)	(149)

Where *Co* captures correlative values,

POS to *reentry* takes mean value of projected variables

Value reported are std. coefficients, values in parentheses are error residues

Standardized coefficients are *significance at the level of 10%

**significance at the level of 5%

*** significance at the level of 1%.

Table 6. Multinomial Logid Model: Multiplier effect of POS (exogenous) and repatriate cooperation (endogenous)

POS	Adaptation	Group interact	Psych-adjust	Cultural adjust	Social learning	Others regarding
Social interact	307.395	129.615	6.662	7.881	1.590	190.053
	0.179***	2.437***	0.215*	0.362***	0.029	0.137***
Group interact	79.779	170.989	3.227	16.570	0.936	30.006
	0.252***	0.376***	1.733***	0.442***	1.365***	1.713***
Teamwork	112.068	26.351	25.967	20.201	44.175	375.562
	0.197***	1.593***	1.097***	0.810***	0.134**	0.833***
Shared soci. norms	87.982	111.777	16.432	37.039	4.348	182.547
	0.001	0.891***	0.038	0.005	0.133***	0.084***
Cultural fit	0.642	62.533	0.564	0.209	4.294	18.351
	0.017**	1.875***	0.292**	0.154**	0.350***	0.148***
Behavioural fit	7.580	131.553	4.369	7.061	11.321	32.517
	0.355***	1.712***	1.275***	2.295***	0.272***	1.258***
POS Career	157.958	120.140	19.101	105.006	8.814	275.762
	0.489***	1.298***	0.586***	0.605***	0.020	0.610***
POS Reentry	217.808	91.082	8.780	27.665	0.662	133.698
	0.168***	0.968***	0.211**	0.802***	0.298***	0.174***
Cooperation	74.837	67.904	3.158	36.683	9.660	38.091
	0.585***	1.223***	0.444***	0.519***	0.333***	0.425***
Model μ^2	1.37***	1.41***	1.35***	1.47***	1.55***	1.20***
F	610.125	99.075	20.009	67.425	50.052	262.310

The first set of value in each row is sum square F-value, under which is R-value

*significance at the level of 10%

**significance at the level of 5%

*** significance at the level of 1%.